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# The **BALANCED SCORECARD** & Delivering Improved Performance

**LONDON - 23 NOVEMBER 2010**

As public sector organisations become more 'customer focused' and strive to deliver improved performance, the Balanced Scorecard provides directors and managers with a comprehensive view of organisation performance. In addition to financial measures, the Balanced Scorecard provides a management system that reflects how the organisation is progressing on a wider range of measures, including; customer satisfaction, quality of service and speed of delivery. This popular one-day seminar will take delegates step-by-step through the process of developing a Balanced Scorecard. The programme will provide insight into the thinking behind the Balanced Scorecard and use practical examples/case studies to illustrate the practical application of a Balanced Scorecard. No previous experience of the Balanced Scorecard will be assumed.

**Presented by: John Deffenbaugh, Associate Consultant, ETC and regular presenter of this seminar for ETC**

John Deffenbaugh is the regular presenter of this popular ETC seminar. He is currently advising a wide range of public sector organisations on improving organisation performance, including the role that can be played by the 'Balanced Scorecard'. John has successfully delivered this seminar to a wide variety of public sector audiences across the UK, Ireland and Europe. The seminar will be run as an interactive day, with plenty of opportunities for questions and discussion.

0945 Registration, 1000 Start, 1630 Close, Lunch is included

**Venue:** Park Inn Hotel, Southampton Row, London WC1

**Fee per delegate:** £195.00 plus £34.12 VAT Total £229.12

**FAX BOOKING LINE 0113 298 2088**

**e-mail mail@publicsecta.com**

**www.publicsecta.com**

*ETC is one of the leading providers of short course training to the public sector in the UK, Ireland & Europe, with a fifteen year plus track record of delivering practical, detailed and focused training that will help you to 'do your job better'*



**ETC, PO Box 999, Leeds LS16 0AA Telephone 0113 230 6170**



NB This seminar will **only be held in London**, no out of London venues SORRY!

**LONDON**

**PROGRAMME (1 DAY)**

**Introduction**

- Why have a Balanced Scorecard?
- Concept background - Kaplan and Norton
- Introducing Balanced Scorecard perspectives

**Four perspectives**

- Learning and growth/continuous improvement
- Internal business processes
- Customers
- Financial
- Why four perspectives?
- Lead and lag indicators

**Applications of the Balanced Scorecard**

- Case study examples
- Public and private sector
- Can it be applied at department level?

**Developing a Balanced Scorecard**

- Steps to produce a Balanced Scorecard
- Taking stock of current position
- SWOT, stakeholder and portfolio analysis

**Overall strategic aims**

- Mission, values and vision
- What are we trying to achieve?
- What are the critical success factors?

**Developing each perspective**

- Identify key objectives
- Writing SMART objectives
- Have we got the balance right?
- Agreeing measures and targets
- What are the support actions?

**Getting started**

- Who develops the Balanced Scorecard?
- Links to organisation learning

This seminar can also be run In-House. For a FIXED PRICE, 'ALL IN' quote, please contact ETC

**BOOKING FORM**

**The BALANCED SCORECARD**

**23 November 2010 - London**

ORGANISATION \_\_\_\_\_

① First Name \_\_\_\_\_ Surname \_\_\_\_\_

ADDRESS \_\_\_\_\_

Job Title \_\_\_\_\_

\_\_\_\_\_

② First Name \_\_\_\_\_ Surname \_\_\_\_\_

POSTCODE \_\_\_\_\_

Job Title \_\_\_\_\_

TEL inc STD	FAX inc STD	e-mail
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**UNFAMILIAR WITH ETC? If you would like to speak to past delegates, please do not hesitate to contact ETC**

## **SOME OF THE ORGANISATIONS WHO ATTENDED ETC SEMINARS DURING 2009/10**

2gether NHS Foundation Trust ● Aberdeen University ● Anglia NHS Support Partnership ● Animal Health (DEFRA) ● Argyll & Bute Council ● Arun District Council  
Ashford & St Peter's Hospitals NHS Trust ● Babergh District Council ● Bangor University ● Barnet Homes ● Barnet Primary Care Trust ● Bassetlaw Primary Care Trust ● Bedford Borough Council  
Bedford Hospital NHS Trust ● Belfast City Centre Management ● Berkshire Shared Services ● Bournville College ● Bradford & Airedale Teaching Primary Care Trust  
Bradford Drug & Alcohol Action Team ● Bristol City Council ● Bridgend County Borough Council ● Bury Metropolitan Borough Council ● Business & Enterprise North East  
Caerphilly County Borough Council ● Calderdale Council ● Cardiff Council ● Carmarthenshire County Council ● Cambridge Perfusion Services ● Cannock Chase District Council  
Ceredigion County Council ● Chelmer Housing Partnership ● Chelsea & Westminster Hospital ● Cherwell District Council ● Chiltern District Council ● City of London Corporation  
Clackmannanshire Council ● Clydebank College Colchester Borough Council ● Comhairle nan Eilean Siar ● Commission for Local Administration in England ● Community Services Bury  
Connexions Norfolk ● Copeland Borough Council ● Cornwall Council ● Cranford Children's Centre ● Cumbria Drug and Alcohol Action Team ● Denbighshire County Council  
Department for Regional Development (NI) ● Department of Contracts (Malta) ● Department of Energy & Climate Change ● Derby University ● Devon & Cornwall Constabulary  
Doncaster Metropolitan Borough Council ● Dorset HealthCare NHS Foundation Trust ● Durham University ● East & North Hertfordshire NHS Trust ● East London NHS Foundation Trust  
East Midlands Development Agency ● East Midlands Healthcare Workforce Deanery ● East Sussex County Council ● East Sussex Fire & Rescue Service ● East, North & West Hertfordshire PCT  
Eastbourne Borough Council ● Edinburgh City Council ● Education Leeds ● Elmbridge Borough Council ● Environment Agency ● European Aviation Safety Agency  
European Centre for the Development of Vocational Training (Greece) ● European Court of Auditors (Luxembourg) ● European Investment Bank (Luxembourg)  
European Patent Office (The Netherlands) ● European Space Agency (France) ● European Space Research & Technology Centre (Netherlands) ● European Training Foundation (Italy)  
First Choice Homes Oldham ● Flintshire County Council ● Frontex (Poland) ● Glasgow Caledonian University ● Glasgow Housing Association ● Gloucestershire County Council  
Great Yarmouth & Waveney Primary Care Trust ● Greater Manchester Waste Disposal Authority ● Grwp Gwalia Cyf ● Halcrow Group ● Hammersmith & Fulham Drug & Alcohol Action Team  
Hampshire County Council ● Hampshire Fire & Rescue Service ● Hartpury College ● Hastings Borough Council ● Havant Borough Council ● Herefordshire Council  
Hertfordshire Constabulary ● Hertfordshire Partnership NHS Foundation Trust ● Highways Agency ● Hillingdon Primary Care Trust ● HM Prison Service ● HMP & YO1 New Hall  
HMP Askham Grange ● HMP New Hall ● Homes for Haringey ● Imperial College Healthcare NHS Trust ● Improvement and Efficiency West Midlands ● Independent Police Complaints Authority  
Infineum UK ● Inverclyde Council ● Isle of Anglesey County Council ● Isle of Wight Council ● Keele University ● Kensington & Chelsea Tenant Management Organisation  
Kent Drug & Alcohol Action Team ● Kingdom Housing Association ● Kirklees Council ● Kirklees PCT ● Lanarkshire Alcohol & Drug Action Team ● Lancashire Drug & Alcohol Action Team  
Learning and Skills Council ● Leeds City Council ● Leeds Partnerships NHS Foundation Trust ● Legal Services Commission ● Lewes District Council ● Lincolnshire Community Health Services  
Lincolnshire County Council ● Liverpool Heart & Chest Hospital NHS Trust ● Local Better Regulation Office ● London Ambulance Service ● London Borough of Brent  
London Borough of Camden ● London Borough of Croydon ● London Borough of Ealing ● London Borough of Enfield ● London Borough of Greenwich ● London Borough of Hackney  
London Borough of Hammersmith & Fulham ● London Borough of Haringey ● London Borough of Harrow ● London Borough of Hillingdon ● London Borough of Islington  
London Borough of Lambeth ● London Borough of Merton ● London Borough of Newham ● London Borough of Richmond upon Thames ● London Borough of Southwark  
London Borough of Sutton ● London Borough of Tower Hamlets ● London Borough of Waltham Forest ● London Borough of Wandsworth ● London Councils  
London Fire and Emergency Planning Authority ● Maidstone & Tunbridge Wells NHS Trust ● Manchester City Council ● Manchester Mental Health ● McGrigors  
Metropolitan Police ● Mid Cheshire Hospitals NHS Foundation Trust ● Ministry of Economy (Lithuania) ● Ministry of Education (Poland) ● Ministry of Environment (Latvia)  
Ministry of Finance (Bulgaria) ● Ministry of Finance (Slovenia) ● Ministry of Regional Development (Poland) ● Ministry of Environment (Poland) ● Ministry of Justice  
Museum of London Group ● Nacro ● National Clinical Assessment Service ● National Council for Voluntary Organisations ● National Prescribing Centre ● NATO ● Natural England  
Newtownabbey Borough Council ● NHS Barnsley ● NHS Bedfordshire ● NHS Berkshire East ● NHS Blackburn with Darwen ● NHS Blackpool ● NHS Dental Services  
NHS Doncaster ● NHS East Lancashire ● NHS Education for Scotland ● NHS Forth Valley ● NHS Great Yarmouth & Waveney ● NHS Havering ● NHS Hounslow  
NHS Institute for Innovation & Improvement ● NHS Manchester ● NHS National Services Scotland ● NHS Newcastle & North Tyneside Community Health ● NHS Newham  
NHS Somerset ● NHS South Gloucestershire Provider Services ● NHS South West Essex ● NHS Wandsworth ● Norfolk Community Healthcare ● Norfolk Constabulary  
Norfolk County Council ● Norfolk Drug & Alcohol Action Team ● North Ayrshire Council ● North Down Borough Council ● North East Essex Primary Care Trust  
North East Lincolnshire Council ● North East Lincolnshire Council ● North Lanarkshire Council ● North Lincs Primary Care Trust ● North Peterlee Neighbourhood Pathfinder  
North Tyneside Council ● North West Collaborative Procurement Hub ● Northamptonshire County Council ● Northumberland County Council ● Northumberland Tyne & Wear NHS Trust  
Nottingham City Council ● Nottingham University ● Nottinghamshire Community Health ● Nottinghamshire County Council ● Npower ● Omagh District Council ● One NorthEast  
Oxfordshire County Council ● Oxfordshire Drug & Alcohol Action Team ● Partnerships for Schools ● Pennine Prospects ● Plymouth City Council ● Poole Borough Council  
Prospect Community Housing ● Prospect Leicestershire ● Reading Borough Council ● Redbridge Primary Care Trust ● Rochdale Metropolitan Borough Council  
Rochford District Council ● Rotherham Doncaster and South Humber Mental Health NHS Foundation Trust ● Royal Berkshire Fire Service ● Royal Borough of Windsor & Maidenhead  
Safer Bristol Partnership ● Safer Middlesbrough ● Safer Sutton Partnership Service ● Salford City Council ● Sandwell Metropolitan Borough Council ● Sandwell Supporting People  
Scottish Borders Council ● Semple Fraser ● Shropshire Fire and Rescue Service ● Slough Borough Council ● Solihull Metropolitan Borough Council  
South Cambridgeshire District Council ● South Lanarkshire Council ● South London & Maudsley NHS Foundation Trust ● South West Essex Primary Care Trust  
South West London & St. George's Mental Health Trust ● South West Strategic Health Authority ● South Yorkshire Passenger Transport Executive ● Southampton City Council  
Southampton University Hospitals NHS Trust ● Southend-on-Sea Borough Council ● Staffordshire County Council ● Stockport Homes ● Stockport Metropolitan Borough Council  
Stockport NHS Foundation Trust ● Stockport Primary Care Trust ● Stockton-on-Tees Borough Council ● Stoke-on-Trent City Council ● Stoke-on-Trent Community Health Services  
Stoke-on-Trent Primary Care Trust ● Stoke-on-Trent Youth Offending Services ● Strathclyde Police ● Suffolk Coastal District Council ● Suffolk County Council ● Suffolk Drug & Alcohol Action Team  
Suffolk Mental Health NHS Trust ● Sunderland City Council ● Surrey Community Health Services ● Surrey County Council ● Surrey Waste Management ● Tameside MBC  
Thames Valley Police ● The Arts Institute at Bournemouth ● The British Council ● The Grove Children and Family Centre ● The Mersey Partnership ● The Standards Board for England  
Torfaen County Borough Council ● Transport for London ● Treasury Solicitors ● Trent & Dove Housing ● Tyne & Wear Fire & Rescue Service ● UK Trade and Investment  
University College London ● University of Wales ● Victory Primary & Children's Centre ● Viridor Waste ● Warwickshire Fire and Rescue Service ● Wakefield Primary Care Trust  
Wales Audit Office ● Waveney District Council ● West Berkshire Council ● West Granton Housing Co-operative ● West Lothian Council ● West Sussex County Council ● West Sussex Health  
West Sussex Primary Care Trust ● West Yorkshire Probation ● Westcountry Housing ● Wigan Council ● Wiltshire County Council ● Wirral Primary Care Trust ● Wolverhampton City Council  
Wolverhampton City Primary Care Trust ● Wrexham County Borough Council ● York University ● Youth Justice Agency (Northern Ireland) ● Youth Justice Board ● York City Council



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